

Impact of Strategic Human Resource Management Practices on Business Competitive Priorities Mediated by Organizational Citizenship Behavior in Jordanian Manufacturing Companies

Mehrez Chaher

Received: 9 September 2021 Accepted: 3 October 2021 Published: 15 October 2021

Abstract

This study aimed to investigate the impact of strategic human resource management practices (human resource planning, recruitment and selection, training and development, compensation, and performance appraisal) on business competitive priorities, (cost, quality, delivery, and flexibility) through testing the organizational citizenship behavior (OCB) as a mediating variable in Jordanian Manufacturing Companies. The research was conducted by selecting (57) manufacturing companies in Jordan as a sample. The sample of the study consisted of (162) questionnaires out of (224) that were randomly distributed to employees at different administrative levels. A simple and multiple regression analysis was conducted to test the hypotheses.

Index terms— recruitment and selection, compensations, training and development. organizational citizenship behavior, quality, flexibility, delivery.

1 Introduction

Human resource (HR) is among the most beneficial assets that organizations can ever have to do towards gaining a competitive edge and face changes. Business organizations, in order to face the challenges, changes, and rapid growth in the corporate world, need to apply the best practices for HR that work continuously for planning, development, training, recruitment, and selection of the best qualifications, competencies, and experiences with great care, motivation, and evaluation of their performance (Bisharat et al.; Organizations seek to achieve sustainable competitive advantage around the world by investing in their capabilities and competencies to become different from their competitors. Furthermore, organizations strive to achieve a competitive advantage by selecting the best practices and implementing innovative HRM practices with high performance to manage HR effectively and efficiently (Al-Qudah, et al; 2020). SHRM practices may differ from organization to organization and from country to country (Tangthong, et al., 2015). In this regard, most companies are constantly improving their HRM practices to achieve sustainable competitive advantage and increase their profitability, and productivity (Mansour, 2015). According to Tando'an, (2018). The effective application of HRM practices in business enterprises will facilitate these organizations to achieve their goals, especially since these business organizations depend on their ability to survive and achieve competitive advantage on their qualified and trained HR. Therefore, businesses must maximize the skills, knowledge, and capabilities of their employees in order to motivate them to carry out their jobs so that the company gains superiority over their competitors and increases productivity growth as much as possible.

Organizations face many challenges in light of intensive competition, so organizations must take care of the human component; the success of organizations depends on this dynamic element. Additionally, the appropriate work environment must be created for HR to achieve success and the continuity of the organization, and highlight the concept of Organizational citizenship behavior (OCB). It is one of the methods of modern management, whose idea is adopted as a voluntary method and not linked to the role or official description, it is clear that this idea maintains the effectiveness and continuity of the organization. OCB became under the influence of organizational behavior and a branch of HRM (Sharm & Agrawal, 2015). OCB is considered to be a crucial

2 A) RESEARCH PROBLEM

45 factor in increasing organizational efficiency, and to enhance smoothly employee productivity in the organizations
46 (Bizri, 2018;Chelagat, et al; ??ahman & Chowdhuri, 2018;Yang et al;2016) and is positively associated with the
47 success of the organizations . Also, organizations view OCB as an essential component for the organization's
48 sustainability but these activities is seldom included in the formal job description (Jain & Rizvi, 2018). On the
49 other hand, the absence of OCB among employees can risk the continuity of the organization (Ahmad & Zafar,
50 2018).

51 In addition to the dynamic changes resulting from the emergence of globalization, economic, technological,
52 political, and demographic developments and changes in the needs and desires of customers, which led to a change
53 in the priorities of competition between organizations over time. Once the organizations limited themselves to
54 offering products at the lowest prices, this resulted in an increase in the number of competitors in each commercial
55 sector and an emphasis on price competition. This has created the need to offer products with unique quality and
56 characteristics of products available in the market. As a result of imitating competitors and producing similar
57 products, unique products have again emerged the need to look for a new competitive priority called time or
58 delivery speed. Many companies focused on offering their products when they wanted them to be ondemand. Then
59 flexibility emerged as a competitive priority in light of the diversity of customer needs and desires, in order for
60 the organization to achieve a strong competitive position it must be able to offer a variety of products or services
61 in order to meet the changes in the needs and desires of the client. Certainly, changes in the nature of business
62 competitive priorities are influenced by changes in global competition and customer requirements (kathuria, et al;
63 2018) However, competitive priorities (cost, quality, flexibility, ad delivery) are the basis for developing distinct
64 capabilities in production systems, and are the main pillars in strategic operations management (Choudhari et
65 al., 2010;Martín & Díaz 2009) and are considered the most important factor in internal operational capabilities
66 (Peng et al;.

2 a) Research Problem

68 Globalization pushes, Jordanian Manufacturing companies to operate in a more complex environment due to the
69 integration of international markets, the emergence of intensive competition, and new rules of business due to
70 mergers and alliances of companies, both at the level of companies and countries. One of the biggest challenges
71 that companies face, since the advent of competitive advantage and new ways of competitive priorities for the
72 most important goals that all manufacturing companies seek, is the constant change in ideas, technology, tastes,
73 products, services, and the disappearance of geographical divisions in the face of globalization. It is necessary to
74 confront change, keep pace with progress, and adapt to environmental changes. From this perspective, strategic
75 human resource management (SHRM) practices are the way in which they are highlighted to address problems,
76 employ in the context of Jordan. In addition, a few studies had been conducted in the manufacturing sector.
77 Almost all theories and evidence about the relationship between HRM practices and organizational performance
78 depend on research in the United States, Europe, and East Asia (e.g. Çali?kan, 2010, Uysal, 2014; Gurbuz, &
79 Ibrahim, 2011; Mittar, & Mathew, 2014; Gooderham et al., 2008;Vlachos, 2008;) Since there is a gap of research
80 that has been done in the field of HRM practices and business competitive priorities in the context of developing
81 countries. Just in previous studies concerning the relationships and impact of SHRM practices on individual and
82 organizational performance, it uncovers too much the relationships and impact of SHRM practices on business
83 competitive priorities. Therefore, the objective of this study is to determine the effect of SHRM practices on
84 business competitive priorities in Jordanian manufacturing companies. Although a large number of researches
85 were conducted on the impact of HRM practices on organizational performance, there is still a wide range
86 of research opportunities or gaps in competitive priorities that need research attention to help further build
87 rigor literature of SHRM practices and their impact on competitive priorities through OCB as the mediating
88 variable. Additionally, there is a large absence in local studies to address the issue of Organizational Citizenship
89 Behavior (OCB) in previous studies to measure the extent of mediation between the relationship between SHRM
90 practices and competitive priorities for business in Jordanian companies in general and manufacturing companies
91 in particular. There is no doubt that the importance of OCB plays a prominent role in the work environment as
92 it works on the smooth flow of business into organizations without any obstacles and conflicts which curbing the
93 efficiency and effectiveness of employees in their work.

94 Based on the previous gap, there are some reasons, and motives for choosing this topic. HR is the lifeblood of
95 any business in itself. In other words, the success of any organization depends on the quality of HR. That is, the
96 success of various businesses, such as the manufacturing sector, depends to a large extent on the performance of
97 HR. However, organizations and high-performance capabilities of employees with welltraining and skills developed
98 in order to adapt with internal and external changes. In spite of the increasing movement towards recognition
99 of the great impact of HR practices on the performance of employees and the organizations ??Tando?an, 2018:
100 Mehmood, et al;. Ali, et al., 2017;; ??ltarawneh, 2016;Khawaja et al., 2014;Akhtar, et al;Darwish, et al;Katou,
101 et al;2007). There is still a lack of empirical studies that addressing the effect of SHRM practices on the business
102 competitive priorities implementation. To the best researcher's knowledge, there are few studies available to
103 measure SHRM practices on the business competitive priorities in developing countries, especially empirical
104 studies have proven that "personnel" or HR is the backbone of performance success and are major determinants
105 of productivity and profitability. To the author's knowledge, there are no previous studies that examined the
106 mediating role of OCB in the relationship between SHRM practices and the competitive business priorities of

107 manufacturing organizations in the context of Jordan. By reviewing the literature on previous studies, the
108 researcher noted that there are several studies around the world that focus on the impact of HRM practices on
109 organizational performance.

110 **3 II. Literature Review and Hypotheses Development**

111 This section will discuss the literature related to strategic HRM practices and the competitive priorities of the
112 business, the OCB, and their relationship with one another.

113 **4 a) Strategic HRM practices**

114 SHRM practices are a set of practices and functions designed to manage efficiently and effectively HR within
115 the organization and link these practices with strategic objectives of the organization to achieve the goals of the
116 organization, and improve the organization's performance in the long term.

117 In this study, Five SHRM practices were selected as key dimensions of this study such as (HRP, recruitment
118 and selection, training and development, compensation, and performance evaluation).

119 **5 i. HR planning**

120 Human resources planning (HRP) is one of the most significant HR practices in the organization. Organizations
121 rely greatly on HRP to determine their current position and future needs of manpower (Sammel, 2018). According
122 to Jacobson, (2010) HRP is a core HRM process that looks forward to preparing the organization for its current,
123 and future workforce needs by ensuring that the right people are within the correct put at the right times in the
124 right places. Bratton and Gold (2007) define HR planning as 'the process of systematically predicting demand
125 and future supply of staff and deploying their skills to the organization's strategic objectives. Furthermore,
126 HRP plays an important role in organizations as a means of optimizing the human element and alleviating HR
127 problems. The importance of the organization of HRP is illustrated by the following (Sammel, 2018):

128 1. The importance of HRP is that it helps the organization to identify its future needs, thereby reducing the
129 cost that may result from a shortage or increase in these resources and eliminating the negative repercussions of
130 management in this case. 2. Facing changes and adaptability, where the organization faces changes in competitive
131 forces, markets, technology, and government legislation, these changes lead to changes in job content, skills
132 requirements, worker preparation, and quality, which can be answered through the HRP process. 3. HRP is an
133 essential part of the organization's strategic planning process. The strategic planning of the organization requires
134 an analytical study of all environmental conditions and analysis of the various strengths and weaknesses of HR
135 in the organization. 4. To create a stable dynamic balance between the organization's HR needs and the labor
136 market, both at a single organization level and at a sectoral level. 5. HRP contributes to the replacement process,
137 preventing the organization from disrupting productivity in different sectors. HRP planning is an effective way
138 to identify those who leave the service and seek to provide and replace alternatives.

139 ii.

140 **6 Recruitment and Selection**

141 Recruitment and selection play a great role in the survival of each organization and its effecting basically on
142 improving the performance of an organization (Gamage, 2014). Basically, the recruitment and selection process
143 aims to attract qualified staff to an organization that will perform its functions effectively and efficiently to
144 achieve organizational objectives. Qualified staff will enhance the organization's successful performance, which
145 will contribute significantly to the organization's values and objectives (Harky, 2018). In other words. recruitment
146 and selection are the two phases of the recruitment process there is a difference between them, the Recruitment
147 is the first process in the search for qualified candidates to fill the specified vacancies and motivate them to
148 provide these jobs in the organization, subsequently being the process of screening procedures and other sequential
149 selection of suitable candidates for the vacant positions, While the selection is the selection of the best candidates
150 for various vacancies in the company and the decision of the official appointment after the interview and tests
151 for this vacancy (Oaya, et al);

152 The more organizations succeed in recruiting and selecting candidates, the more likely they are to be recruited
153 and to retain the satisfaction of staff. In addition, the effectiveness of the enterprise selection system can affect
154 core business outcomes, such as productivity and financial performance (Ekwoaba, Ikeije & Ufoma, 2015). In
155 addition, hiring the right staff in the right place at the right time is crucial to the survival and success of any
156 organization (Ayanda, & Danlami, 2011).

157 The importance and benefits of recruitment and selection practices can be summarized with the following
158 points (Kumari 2012):

159 1. It helps to create a pool of talent from potential candidates for the benefit of the organization.

160 2. To increase the group of job seekers at the lowest cost. 3. It helps increase the success rate of the selection
161 process by reducing the number of visits to qualified or unqualified job applicants. 4. Helps identify and prepare
162 potential job applicants who will be the right candidate for the job. 5. Finally, it helps to raise the organization
163 and individual effectiveness of different recruitment methods and for all sorts of job applicants.

7 iii. Training and Development

164 Training is a process used to increase employees' knowledge and skills so that they can perform specific tasks
165 (Suifan, 2015). While, development is a development-oriented educational activity that is more about growth
166 than direct performance, while training is an activity geared towards acquiring specific knowledge and skills for
167 the purpose of a job or task (Armstrong, 2008). Development may also help employees prepare for changes in
168 their current jobs, such as changes resulting from new technology, business designs, or customers. Development,
169 therefore, relates to preparing for a change in the form of new jobs, new responsibilities, or new requirements.
170 Employee development is a necessary effort for a company to improve quality and meet the challenges of global
171 competition and social changes .

172 Training and development activities are at the heart of an organization's growth, as they are valuable tools
173 because of their investment in the organization. It helps the organization to improve profitability, reduce costs,
174 increase commitment, motivate its employees and release its capabilities.). According to ??hang, et

8 iv. Compensation

176 According to Dessler (2017) defined the compensation all shapes of wages or rewards that going to employees
177 and arising from their work, it may be direct financial payments (payment in the structure of wages, salaries,
178 incentive, commissions, and additional benefit) and indirect financial payments (fees in the form of financial
179 benefits such as insurance). According to ??vancevich (2004), and Bhattacharyya & Sengupta (2014), there are
180 a lot of objectives that compensations system are seeking to achieve for employees and organization as follows:

181 1. To establish internal and external a fair and equitable compensation. 2. Improving individual productivity
182 and organizational efficiency.

9 Creating a positive image of the organization for

184 attracting top talent in the labour market. 4. Control of the cost of human resources. 5. Improving human
185 relations among staff. 6. Compliance with laws and regulations.

10 v. Performance Appraisal

187 The concept of performance appraisal has been defined differently by many scholars and researchers. According
188 to Dessler (2015), performance appraisal is evaluating an employee's current and past performance relative to
189 his or her performance standard. Performance appraisal is a technique used to measure the performance of an
190 employee. Performance could be measured by the quality and quantity of work, and tasks, and their financial
191 impact by immediate supervisor (Awais, 2018). Performance evaluation can be defined as testing, evaluating,
192 measuring, and justifying the performance of employees over a specified period of time. Obisi (2011) defined
193 the evaluation of performance as any work process that requires the development of labor standards and the
194 assessment of the actual performance of staff in relation to specific standards.

195 The Performance Appraisal is an important engine that looks for better, more accurate, and costeffective
196 ways to evaluate employee performance and motivate them. Performance evaluation changes employee attitudes
197 and behaviors and has an important impact on individual and organizational performance (Yongjun, 2013).
198 According to Vashistha & Devdutt (2018), the organization's performance depends on the performance of its
199 staff. The success of an organization, therefore, depends on its ability to accurately measure the performance of
200 its employees and use its objectivity to improve it as a vital resource.

201 Performance evaluations are used for a number of reasons and can have a significant impact on salary
202 management, performance feedback, promotions, training, development, and identifying individual strengths and
203 weaknesses. Key performance appraisal objectives summarized below ?? 1. To assist in promotions, transfers
204 and termination decisions. 2. To identify the gap performance between the actual employee performance and
205 performance expected that are required by organization. 3. To meet organizational expectations with employees'
206 objectives 4. To help in designing programs and assessing the training and development needs of the employees.
207 5. To plan job rotations. 6. To facilitate and improve communication between directors and subordinates. 7.
208 To Assist in managing wages and salaries, and determine compensation packages. 8. To provide feedback and
209 guidelines for employees for better performance 9. To inculcation job satisfaction and inspiration him to work
210 hard to achieve organizational goals. 10. To determine the HR program for selection, training and development,
211 and to evaluate their effectiveness. 11. To increase employee effectiveness through maintaining strengths and
212 eliminating weaknesses.

11 b) Organizational Citizenship Behavior (OCB)

214 Many researchers have addressed the concept of Organizational Citizenship Behavior (OCB) although there
215 are similarities between them and agree that it is a positive action and behavior that supports organizations,
216 members, and work. According to Ranjhan & Mallick (2018) organizational citizenship behaviors (OCB) can
217 be defined as voluntary behavior carried out by individuals in the organization without being asked to perform
218 these roles; it exceeds job requirements and is not part of the job description or reward system. It contribute to
219 the success of the organization and increase its efficiency and effectiveness of organization. Scholars consider the
220 importance of studying organizational citizenship behavior in four main factors (Hussain, 2015):

222 Studying it and determining its dimensions reduces the volume of disturbances and institutional problems
223 carried out by workers and employees in various institutions, These oppositions are caused by the ambiguity in
224 the job expectations of individuals within the business.

225 It reduces the need to use many resources and waste of scarce institutional resources, By emphasizing additional
226 behaviors, roles, and tasks for the employee to perform.

227 It works to create a stimulating and creative work environment that makes the organization able to overcome
228 the obstacles and challenges it faces.

229 It works to achieve job satisfaction and a state of organizational justice and reduces the rate of job turnover
230 and the desire to leave work.

231 The Organ et al; (2006) identified five main dimensions of OCB, the most common, which were used in my
232 study as the main dimensions of OCB. Brief explanation for these dimensions as follows:

233 Altruism: These are the voluntary behaviors that employees perform in order to help others perform their
234 tasks and solve problems.

235 Courtesy: Includes behaviors which prevent to cause problems and leads to taking the necessary step so as to
236 diminish the effects of the problems in the future.

237 **12 Sportsmanship:**

238 The desire of workers to endure harsh working conditions without complaint or grumbling.

239 Civic virtue: Voluntary behavior of the individual participating in the life of the organization, improving
240 performance, reducing customer complaints, and improving the image of the organization in front of others.

241 Conscientiousness: It is the voluntary behavior of employees in roles that go beyond the requirements of the
242 job in terms of attending meetings and complying with laws and regulations.

243 **13 c) Business Competitive priorities (BCP)**

244 The topic of competitive priorities in operations management literature has received considerable attention from
245 researchers in recent years (Prajogo, & McDermott, 2011). Phusavat & Kanchana (2007) defined the competitive
246 priorities as the dimensions that a company's production system must have to support the market demand in
247 which the company wishes to compete. The importance of the competitive priorities stems from the fact that it
248 focuses on the future of the company's manufacturing, which supports its strategic position in the market and
249 is the driving force for the continuous improvement of the different values for the pressure of globalization, in
250 addition, awareness of competitive priorities will be lead to a better selecting of future manufacturing strategies
251 (Hung, 2014).

252 The most commonly used for business competitive priorities are cost, quality, delivery time, and flexibility.
253 The four priorities can be explained in operational objectives. For example, reduce the cost of producing and
254 distributing products (cost), reduce product variation and improve their performance (quality), reduce deadlines
255 (delivery speed), increase meeting capacity (reliability delivery), increase reactive capacity for change in demand
256 quantity, demand mix, and specifications Product (flexibility) (Canfield & Sellitto, 2018). Based on that the
257 researcher adopting these competitive priorities, cost, quality, delivery, and flexibility as dimensions of this study:
258 it will be clarified as follows: Product price or reducing cost: Companies resort to making product prices much
259 lower than their competitors in order to satisfy their customers (Diab, 2014).

260 Product quality: Manufacturing companies must make great efforts to offer products with superior features
261 and functions over competitors with high quality in terms of free-defects reliability, durability, conformance
262 to specifications and meeting customer expectations, design characteristics, and reduce environmental damage
263 (Zhao, et al, 2002).

264 Flexibility production: Manufacturing companies should be flexible in production to keep pace with changes
265 in production volume up and down and to accommodate changes in demand (Reid & Sanders, 2011).

266 Product delivery: On-time delivery of the product is a prerequisite for customer needs. Manufacturing
267 companies must offer shorter delivery times and to meet the deadlines The measure of the operational success of
268 industrial companies depends on the speed at which products are delivered to customers on time (Zhao, et al,
269 2002).

270 **14 d) The relationship between SHRM Practices and Business 271 Competitive Priorities**

272 According to the literature review, several authors conducted that there is a positive impact of HRM on business
273 competitive priorities. For example, ??dil (2015) The study found out the HRM practices has a strong impact on
274 four competitive priorities of the manufacturing in Karachi. in addition, found out both performance appraisal
275 and employment security have been found statistically significant to predict these four priorities in isolation too.
276 In addition, the results of the structural model show that eight SHRM practices have a strong impact on the
277 four competitive priorities of Karachi's manufacturing performance when controlled for employee relationship
278 and information sharing. Based on these findings, it can be concluded that senior management must clearly

279 emphasize the 'investment perspective' in SHRM by bringing 'right' individuals into their business and thereby
280 facilitating them with all the necessary information to help them make them well informed and rational decisions.

281 In contrast, while a study came that was conducted by Vivares-Vergara, et al. (2016) in contradiction
282 with the review of the literature of previous studies, his study revealed that there was no statistically significant
283 relationship between HRM practices and performance in competitive priorities. The study revealed that there
284 is no significant correlation between HRM practices and performance in competitive priorities. With regard to
285 employee factors, there were two important outcomes: first, when companies have advantages over individuals
286 in making operational strategy decisions (motivation, personal goals, capabilities, etc.) better performance can
287 be seen in competitive priorities; higher than job satisfaction and job performance, performance improves in
288 competitive priorities.

289 Ahmed and Schroeder (2003), measure the impact of HRM practices on operational performance. their
290 research focused on manufacturing plants operating in four countries (Germany, Italy, Japan, and the United
291 States of America). The results of the studies showed that organizational performance is positively linked to each
292 of the seven HRM practices, and found out the five of the HRM practices studied contributed to performance
293 improvement competitive priorities. The remaining practices (job security and differences in position) did not
294 show a direct impact on competitive priorities but did create obstacles to implementing other practices. Plants
295 working in totally different businesses and/or nations utilize and emphasize HRM practices. Compensation was
296 found to be important for the operating performance measure, while compensation was found to be not important
297 for measuring intangible performance. Santos (2000), conducted a study to investigate the relationship between
298 functional areas for manufacturing and HR through the analysis of HRM practices that are linked to the priorities
299 of competitive strategy and manufacturing based on quality and performance delivery, flexibility, and cost. He
300 concluded that must be there coherence between the competitive priorities of the manufacturing strategy and
301 HR Practices must be practiced throughout the organization in order to achieve competitiveness.

302 Based on the previous discussion, the following hypotheses are proposed: H1: There is a statistically significant
303 positive impact of SHRM practices on the Business competitive priorities in Jordanian Manufacturing Companies.

304 Through the following sub-hypotheses: H 1-1: there is a statistically significant positive impact of HR planning
305 on Business competitive priorities in Jordanian Manufacturing Companies.

306 H 1-2: there is a statistically significant positive impact of recruitment and selection on the Business
307 competitive priorities in Jordanian Manufacturing Companies.

308 H 1-3: there is a statistically significant positive impact of compensation on the Business competitive priorities
309 in Jordanian Manufacturing Companies.

310 **15 H 1-4:**

311 There is a statistically significant positive impact of training and development on the Business competitive
312 priorities in Jordan Manufacturing Companies.

313 **16 H 1-5:**

314 There is a statistically significant positive impact of performance appraisal on Business competitive priorities in
315 Jordanian Manufacturing Companies.

316 **17 e) The relationship between SHRM practices and OCB**

317 Effective practices of each HRM function can enhance OCB of employees within the organization, and facilitate
318 the improvement of individual and organizational performance and productivity. In addition, HRM practices can
319 encourage specific behaviors and attitudes and discourage undesirable behaviors (Anna. et al; 2019; Begum, et
320 al; According to Anna. et al; (2019). When HRM functions are performed within an organization characterized
321 by a stimulating work environment and a creative climate, managers and employees work with a team spirit.
322 It induces and motivates them to undertake creative behaviors and encourage them to go beyond their job
323 requirements, such as; helping each other, performing additional role duties, sharing information and knowledge,
324 and instilling a spirit of cooperation among employees. For this reason, OCB is an important factor that can
325 contribute to the survival of the organization (Dash & Pradhan, 2014). HRM contains the policies, practices,
326 and systems that affect employee behaviors, attitudes, and performance . According to ??ei, et A organization
327 can use the prosperity of OCB by employing good practices of HRM such as recruitment and selection, training
328 and development, compensation, and performance evaluation. Such practices can build a strong organizational
329 culture with norms that encourage participation in OCB and make managers an example for their staff. According
330 to Ranjhan & Mallick, (2018) HR Practices play an important role in building an appropriate environment and
331 maintaining a culture in which OCB flourishes. In addition, these behaviors go a long way in maintaining an
332 organizational culture that promotes positive employee engagement, commitment, and motivation, which helps
333 enterprises gain a competitive advantage. Several previous studies support this. For example, a study was
334 conducted by Tinti et al; (2017) to investigate the impact of HR policies and practices on OCB. The results
335 revealed a significant impact of HR policies and practices on OCB and demonstrate that only professional
336 participation has shown a significant relationship. They also conclude that HR policies and practices influence
337 the dissemination of the organizational image and creative suggestions of OCB factors. The results refer to

338 suggestions where managers can act to effectively extract OCB behaviors from their employees. Besides that, the
339 empirical study conducted by Chaisanit, & Punyasiri (2020) to check the relationship between perceived HRM
340 practices and OCB, and to investigate the mediating role of employee engagement between them. The study
341 found out that perceived HRM practices were positively related to OCB. While the study revealed also that
342 employee engagement played a partial mediating role in the relationship between perceived HRM practices and
343 OCB. Nikoletta & Nawangsari, (2019) conducted a study to measure the impact of HRM practices on OCB, at
344 Mall of Indonesia, the results of a study that revealed HRM practices have a positive effect on OCB and discovered
345 some HRM practices have a weak effect on OCB, but performance appraisals have a most significant impact on
346 OCB. Recruitment of staff, training, and development, compensation and reward, performance appraisal with
347 them a positive influence positively on OCB of Kelapa Gading Mall. While, the results of the study confirmed by
348 ??ajar & Soling (2017) to measure the effectiveness of the HRM practices on employee OCB in ICT companies.
349 However, each dimension of HRM practices, with the exception of training, has a positive significance, but there
350 is no strong indication to encourage the conduct of OCB activities that have been demonstrated by employees in
351 the IT company. A lot of researchers investigated the effects of HRM practices on OCBs (Guest et al., 2004;Zhang
352 et al., 2008). Jangsiriwattana (2017) investigates the structural relationship between HRM practices, OCB, and
353 turnover intention of a civil aviation organization in Thailand. The study findings were revealed that not all
354 HRM practices influence the employee's OCB and turnover intention. Excluding recruitment has a positive effect
355 on OCB and organizational support has negatively affected employee turnover intention.

356 Based on the previous discussion, the following hypotheses are proposed: H 2: There is a statistically significant
357 positive impact of SHRM practices on the Organizational Citizenship Behavior in Jordan Manufacturing
358 Companies.

359 Its branch from it; the following sub-hypotheses: H2.1: There is a statistically significant positive impact of
360 HR planning on the Organizational Citizenship Behavior in Jordanian Manufacturing Companies.

361 **18 H2.2:**

362 There is a statistically significant positive impact of recruitment and selection Organizational Citizenship Behavior
363 in Jordanian Manufacturing Companies.

364 **19 H2.3:**

365 There is a statistically significant positive impact of training and development on the Organizational Citizenship
366 Behavior in Jordan Manufacturing Companies.

367 **20 H2.4:**

368 There is a statistically significant positive impact of compensation on the Organizational Citizenship Behavior
369 in Jordan Manufacturing Companies.

370 **21 H2.5:**

371 There is a statistically significant positive impact of performance appraisal on the Organizational Citizenship
372 Behavior in Jordan Manufacturing Companies.

373 **22 f) The relationship between OCB and Business Competitive 374 Priorities**

375 Most previous studies confirmed that there is a strong relationship between organizational citizenship behavior
376 and organizational performance and its effectiveness and achieving competitive advantage, productivity, and
377 increasing individual performance. For instance, Ranjan & Mllick (2018) conducted a study to explore the role
378 of OCB in creating a competitive advantage for Indian health organizations through the moderating role of HR
379 practices. The result of the study has indicated there is a positive relationship between OCB and competitive
380 advantage significantly moderated by HR practices. Basically, OCB has been linked to overall organizational
381 performance and effectiveness, further, thus types of employee behaviors are important to compete among the
382 competitors and achieve an advantage in business. OCB is informal but it is an integral part of the official
383 job description, which is voluntary behavior. However, the dimensions of OCB (altruism, conscientiousness,
384 sportsmanship, courtesy, civic virtue), are the most important factors for achieving the organization's objectives
385 and developing its competitive advantage.

386 Kumar, & Thapliyal, (2017) conducted a study to measure the impact of OCB on organizational effectiveness.
387 The results of the study have revealed OCB: altruism, sportsmanship, and civic virtue have the highest and
388 significant correlation with organizational

389 **23 Global Journal of Management and Business Research**

390 Volume XXI Issue IX Version I Year 2021 () A effectiveness. In addition, this study indicated that altruism,
391 sportsmanship, conscience, courtesy and civic virtue is positively and significantly linked to organizational

24 G) THE MEDIATING ROLE OF OCB IN THE RELATIONSHIP BETWEEN SHRM PRACTICES AND BUSINESS COMPETITIVE PRIORITIES

effectiveness. There is positive relationship between OCB and organizational effectiveness. OCB has been considered to be one of the most impactful factors influencing organizational effectiveness (Turnipseed, and Rassuli, 2005). Another study conducted by Basu et al (2017) to explore the relationship between OCB and job performance, and to examine the mediating role of social capital influencing the relationship between OCB and job performance. The present study was applied to 501 employees working in 15 healthcare organizations in Kolkata of India through a questionnaire survey, by using Likert type rating the founding of this study shows that OCB had a significant impact on job performance. In addition, social capital found a significant mediator between OCB and job performance. Chelagata, et al. (2015), conducted a study to determine the impact of OCB on employee performance in banking in Kenya. The results of the study indicated that altruism and courtesy were positive and important for enhancing staff performance. The study found that OCB is a key factor in improving employee performance. Mallick, et al; (2014), they had conducted a study to examine the relationship between OCB and HR practices with its corresponding impact on job performance. The findings of the study revealed that OCB is having a significant relationship with job performance with the different dimensions of OCB. The study found that the altruistic dimension has the strongest relationship with job performance. Furthermore, HR practices have significantly moderated the relationship between OCB and job performance. In addition, the findings of the study have advocated that the involvement of employees in altruistic behavior enhances productivity and performance at the workplace. In addition, Researchers have shown that organizational citizenship behavior (OCBs) makes important contributions to the effective individual, team, and organization.

Based on the previous discussion, the following hypotheses are proposed: H 3: There is a statistically significant positive impact of organizational citizenship behavior (OCBs) on Business competitive priorities the in Jordan Manufacturing Companies.

24 g) The mediating role of OCB in the relationship between SHRM practices and Business Competitive Priorities

Organizational citizenship behaviors (OCB) as a mediating variable in the relationship between SHRM practices and competitive business priorities have not been examined before. In this study, we will investigate the mediating influence of organizational citizenship behavior (OCB) on the relationship between SHRM practices and business competitive priorities. While the researcher found that there are some previous studies related to the topic of research, as the study of organizational citizenship behavior is a mediating role between HRM practices and the performance of the company. For example, Babai et al, (2012) examine the mediation effects of organizational citizenship behavior (OCB) on the relationship between selected HRM practices and firm performance. The results of the study found that organizational citizenship behavior (OCB) fully mediated the relationship between reward practices and quality services and partially mediated the relationships between performance appraisal practices and quality of service. Therefore, The study emphasized that HRM practices play an important role in improving OCB among employees as well as improving the performance of companies. Another study conducted by Dizgah et, al (2011) to clarify the relationship between high-performance practices and corporate entrepreneurship and also tries to demonstrate the mediator role of citizenship behavior and procedural justice in this relationship. This study showing that highperformance HR practices are positively related to corporate entrepreneurship and this relationship is mediating by OCB and procedural justice. Each of the six dimensions of HR practices (job design, participation, employment, mobility, job security, and evaluation) is strongly and positively linked to corporate entrepreneurship, and the relationship is enhanced through organizational citizenship behavior and procedural justice. A similar study conducted by Zhang et al. (2008), found that HR practices are largely and positively linked to corporate entrepreneurship, and this relationship has intensified with moderator variables such as OCB and procedural justice. Additionally, revealed the results of the study conducted by Sreelakshmi (2016), OCB mediated partially on the relationship between empowerment and organizational performance perceived. The study of Abaei, et The results of this study revealed that retention-oriented compensation and formalized training are positively related to the engagement of the OCB. While they were negatively associated with attention to leave their jobs. In addition, they were discovered the OCB mediate the effects of retention-oriented compensation and formalized training on employees the intention to leave. Supriyanto et al., (2020) conducted research to analyze the role of OCB and work satisfaction on mediate the effect of spiritual leadership on employees' performance at Bank BRI Syariah Malang. Research results indicated that spiritual leadership did not directly impact employee performance. Job satisfaction mediated the impact of spiritual leadership on employee performance. In another study by Hsiao & Wang (2020), they found that OCB mediated the relationship between proactive personality and functional performance. Results are presented with strong evidence that a high degree of personal and proactive between the coaches and athletes a significant impact decisively on OCB and job performance.

From the previous discussion, we can assume that there is a meditating influence of Organizational Citizenship Behavior (OCB) on the possible relationship between SHRM practices and the business competitive priorities. Therefore, we can formulate the forth hypothesis: H4: Organizational citizenship behavior (OCB) the relationship between SHRM practices and Business competitive priorities in Jordan Manufacturing Companies.

25 h) Conceptual Framework Model

Based on the literature survey, we specify a conceptual framework model for the study described below:

26 Source: Conceptual framework model developed by researcher depended on previous studies as shown in the table (1)

27 Research Methodology a) Sampling Strategy and Data Collection

The target population of this study is determined and consisted of fifty-seven companies that are listed and licensed on the Amman Stock Exchange (ASE). A self-questionnaire was developed for data collection. Questionnaires are distributed randomly to workers at various administrative levels working in Jordanian manufacturing companies. The sampling technique used a simple random sampling technique, which can represent the population and ensure that every element in the community has an equal chance to be selected in the sample to increase efficiency, reduce cost, and effort. The sample size is (162) administrative employees such as (General Manager / Deputy General Manager, Director of Human Resources Department, Head of Human Resources Department, Production Manager, and Administration Officer). To enhance the response rate, the questionnaires are delivered and collected in person and by email. A cover letter has been attached explaining the aim and objectives of the research and a brief idea of the purpose of the study. A total of 224 questionnaires are distributed to administrative workers in industrial companies in Jordan, and 162 questionnaires are returned, indicating a response rate of 72.3%. It recommended that the feasible sample size be between 100 and 200, in order to be sufficient for data analysis (Bisharat et al. 2016).

28 Table 2:

The results of table (2) showing that all the alpha Cronbach coefficient values for all variables were higher than (0.7), which is a very acceptable ratio. Because it is higher than the acceptable ratio (0.7) (Pallant, 2010). Therefore, the reliability of internal consistency is high and can be used to achieve the objectives of the study

29 b) Measures

A five-points Likert scale was used to express respondent's opinions with each element. The sample was asked to choose the level of their agreement that the answer ranging from strongly agree (5), to strongly disagree (1). The questionnaire consisted of two parts. The first one included personal and demographic characteristics. The second part of the questionnaire included a number of elements to measure research variables including SHRM practices, OCB, and business competitive priorities. For data collection, a questionnaire consists of 29 items was used, to measure SHRM practices (23) questions were used to measure OCB and 27 items to measure business competitive priorities.

The elements used were adopted by previous studies, a questionnaire was developed and changed by eight academic referees to ensure that each element measures what it intends to measure, and to avoid complexity and unclear in the formulation of the questions. This is explained below:

30 c) Data analysis

We adopted the descriptive and analytical method in conducting this study to check the impact of SHRM practices on the business competitive priorities of Jordanian manufacturing Companies through the organizational citizenship behavior (OCB) as Mediating Variable. Data were statistically analyzed using SPSS VR 23. Pearson Correlation was used to test the correlation between each dimension and its constructs. Multiple regression analysis was used to study the relationship between the independent variables and dependent variables. Hierarchical regression analysis path analysis was used to test the mediating impact of OCB on the relationship between SHRM practices and business competitive priorities. Barron and Kenny model followed (1986) to perform a mediation analysis.

31 d) Validity and Reliability

Questionnaire validity means to measure what was developed to measure it. The face and content validity of the study instrument was confirmed by presenting it to a number of assistant professors who are experts and professionals from different faculty members in business administration, public administration, economics, HRM, and operations management, the purpose questionnaire validly to ensure that all paragraphs of the study tool (questionnaire) are clear and also easy to understand by respondents. The required modifications were made to the questionnaire by modifying, deleting or adding paragraphs from it to achieve a balance between the contents of the questionnaire in its paragraphs to reach its final form.

32 Reliability:

The purpose of the questionnaire reliability is to give this question the same result if it is redistributed more than once in the same circumstances. In order to ensure the Internal reliability of the study tool has been applied on the exploratory sample consisting of (50) persons, then Cronbach Alpha coefficient was calculated; table (2) shows that. Table ?? Multicollinearity test used to examine if there are high inter-correlations among the independent constructs within the structural model (inner model). In addition, It is also used to ensure the absence of a multi-linear problem, which inflates the standard deviations (square root of the variance) of the variables and makes the important tests (T-statistical tests) of these variables unreliable.

Table (3) shows that the value of the inflationary variance coefficient (VIF) for all independent variables is less than 10 and the Tolerance values are more than (0.05) according to ??ujarati & Porter (2010). This is an indication of the absence of a high correlation between the independent variables; therefore there is no objection to including all variables within the multiple regression models. As a result, there is no problem with the research data, this indicates the validity of the model and the adoption of data for analysis based on the Multicollinearity test (Hair et, al 2011).

33 Hypotheses test and Study Findings

a) The first hypothesis and sub-hypotheses Multiple regression analysis was used to test H1, and to detect the impact of SHRM practices on the business competitive priorities in Jordanian manufacturing companies, table (4) showing that: Independent variable "t" value "t" sig R R2 "f" value "f"

34 Dependent variable: Business competitive priorities

Table (4) shows that the total correlation (R) equals (0.767), which indicates a strong relationship between SHRM practices and business competitive priorities The coefficient of determination (R square) is (0.588) which indicates that SHRM practices (the independent variable) explains 58.8% of any change in business competitive priorities (dependent variable).

where "f" value reached (97.603) by statistically significant (0.000). Thus, the first research hypothesis was accepted as there is a positive impact of SHRM practices on business competitive priorities at a significant level (??0.05). H1 was supported.

Simple linear Regression were used to test subhypotheses (H1-H5), table (5) showing that: Table (5) shows that the correlation (R) equals (0. 616), which indicates a strong relationship between HR planning and business competitive priorities The coefficient of determination (R square) is (0. 379) which indicates that recruitment and selection explains 37.9% of any change in business competitive priorities, where "f" value reached (97.603) by statistically significant (0.000). Thus, the H1-1 was accepted as there is a positive impact of HR planning on business competitive priorities at a significant level (??0.05). H1-1 was supported. Table (5) shows that the correlation (R) equals (0.655), which indicates a strong relationship between recruitment and selection and business competitive priorities The coefficient of determination (R square) is (0. 429) which indicates that recruitment and selection explains 58.8% of any change in business competitive priorities, where "f" value reached (97.603) by statistically significant (0.000). Thus, the H1-2 was accepted as there is a positive impact of recruitment and selection on business competitive priorities at a significant level (??0.05). H1-2 was supported. Table (5) shows that the correlation (R) equals (0.712), which indicates a strong relationship between training and development and business competitive priorities The coefficient of determination (R square) is (0. 507) which indicates that training and development explains 50.7% of any change in business competitive priorities, where "f" value reached (164.783) by statistically significant (0.000). Thus, the H1-3 was accepted as there is a positive impact of training and development on business competitive priorities at a significant level (??0.05). H1-3 was supported. Table (5) shows that the correlation (R) equals (0.654), which indicates a strong relationship between compensations and business competitive priorities The coefficient of determination (R square) is (0. 427) which indicates that training—and development explains 42.7% of any change in business competitive priorities, where "f" value reached (119.356) by statistically significant (0.000). Thus, the H1-4 was accepted as there is a positive impact of training and development on business competitive priorities at a significant level (??0.05). H1-4 was supported. Table (5) shows that the correlation (R) equals (0.691), which indicates a strong relationship between performance appraisal and business competitive priorities The coefficient of determination (R square) is (0. 478) which indicates that training and development explains 47.8% of any change in business competitive priorities, where "f" value reached (146.302) by statistically significant (0.000). Thus, the H1-5 was accepted as there is a positive impact of performance appraisal on business competitive priorities at a significant level (??0.05). H1-5 was supported.

35 b) The second hypothesis and sub-hypotheses

Multiple regression analysis was used to test this hypothesis, and to detect the impact of SHRM practices on the OCB in Jordanian manufacturing companies, table (6) Table (6) shows that the total correlation (R) equals (0.736), which indicates a strong relationship between SHRM practices and OCB. The coefficient of determination (R square) is (0.541) which indicates that SHRM practices (the independent variable) explains 54.1 % of any change in OCB (dependent variable). Where "f" value reached ??36.775) by statistically significant (0.000).

563 Thus, the H2 was accepted as there Table (7) shows that the correlation (R) equals (0.581), which indicates
564 a strong relationship between HR planning and OCB. The coefficient of determination (R square) is (0. 337)
565 which indicates that HR planning explains 33.7% of any change in OCB, where "f" value reached (81.465) by
566 statistically significant (0.000). Thus, the H2-1 was accepted as there is a positive impact of HR planning on OCB
567 at a significant level ($p < 0.05$). H2-1 was supported. Table (7) shows that the correlation (R) equals (0.618), which
568 indicates a strong relationship between recruitment and selection and OCB. The coefficient of determination (R
569 square) is (0. 382) which indicates that recruitment and selection explains 38.2% of any change in OCB, where
570 "f" value reached (98.813) by statistically significant (0.000). Thus, the H2-2 was accepted as there is a positive
571 impact of recruitment and selection on OCB at a significant level ($p < 0.05$). H2-2 was supported. Table (7) shows
572 that the correlation (R) equals (0.647), which indicates a strong relationship between training and development
573 and OCB. The coefficient of determination (R square) is (0. 418) which indicates that training and development
574 explains 41.8% of any change in OCB, where "f" value reached (115.136) by statistically significant (0.000).
575 Thus, the H2-3 was accepted as there is a positive impact of training and development on OCB at a significant
576 level ($p < 0.05$). H2-3 was supported. Table (7) shows that the correlation (R) equals (0.658), which indicates a
577 strong relationship between compensations and OCB. The coefficient of determination (R square) is (0. 432)
578 which indicates that compensations explains 43.2% of any change in OCB, where "f" value reached (121.901)
579 by statistically significant (0.000). Thus, the H2-4 was accepted as there is a positive impact of compensations
580 on OCB at a significant level ($p < 0.05$). H2-4 was supported. Table (7) shows that the correlation (R) equals
581 (0.691), which indicates a strong relationship between compensations and OCB. The coefficient of determination
582 (R square) is (0. 478) which indicates that compensations explains 43.2% of any change in OCB, where "f" value
583 reached (146.535) by statistically significant (0.000). Thus, the H2-5 was accepted as there is a positive impact
584 of compensations on OCB at a significant level ($p < 0.05$). H2-5 was supported.

585 **36 c) The third hypothesis**

586 Multiple regression analysis was used to test this hypothesis, and to detect the impact of the OCB on the business
587 competitive priorities in Jordanian manufacturing companies, table (7) indicates that OCB explains 67.8 % of any
588 change in OCB, where "f" value reached (65.711) by statistically significant (0.000). Thus, the H3 was accepted
589 as there is a positive impact of OCB on the business competitive priorities at a significant level ($p < 0.05$). H3 was
590 supported.

591 d) The fourth hypothesis Regression analysis path analysis was used to test the mediating impact of OCB on
592 the relationship between SHRM practices and business competitive priorities. Barron and Kenny model followed
593 (1986) to perform a mediation analysis, table (8) show that: 9 shows the series of regression equations to find
594 out the mediation test on OCB. This test was run according to the instructions of Barron and Kenny (1986).
595 The first equation shows the regression between Independent (SHRM practices in BCP). The second equation is
596 the result of regression between Independent (SHRM practices in OCB). And in the third, Independent (OCB
597 in BCP). And the final equation both (SHRM practices and OCB in BCP) and mediation variable (OCB) were
598 used as independent variables. The values of the table (??) also fulfill all the conditions for mediation. Figure
599 (2) showing that:

600 After the mediator variable was added the (?) value impact of the independent variable was dropped from
601 0.750 to 0.583, and is still significant but not complete. which means that the OCB is partially mediated impact
602 between SHRM practices and Business competitive priorities in Jordanian Manufacturing Firms. This indicating
603 the mediating influence of OCB is helpful in the positive impact of SHRM practices on business competitive
604 priorities in Jordan Manufacturing Companies. H4 was supported. The results of these studies revealed that
605 HRM practices positively affect organizational citizenship behavior (OCB) and that there is a strong relationship
606 between them. In contrast, the results of the present study are contradicted with a study by Watty-Benjamin,
607 & Udechukwu, (2014) the results of this study revealed that HRM practices did not predict OCB and intentions
608 to leave. The researcher interprets this result for the different study population, sample, place and time that
609 was conducted in the study. These results are in agreement with the results of the study (Harsasi & Muzammil,
610 2017), which showed that increasing good HRM practices and organizational commitment leads to an increase
611 in OCB that can lead to an increase in the performance of the organization as a whole. But the results of the
612 current study differed with the results of the study (Thamarat, 2017), which showed that not all HRM practices
613 affect employee OCB and employee turnover intentions.

614 The results of the study tests also revealed that there is a statistically significant impact of organizational
615 citizenship behavior (OCB) on the business competitive priorities in Jordanian manufacturing companies. The
616 results of the current study matched the results of the study that conducted by Ranjan & Mllick (2018).
617 The study results indicated a positive correlation between OCB and competitive advantage which is largely
618 supervised by HR practices. Basically, organizational citizenship behavior (OCB) has been linked to overall
619 organizational performance and effectiveness, so the types of employee behaviors are important for competing
620 among competitors and achieving an edge in the business. Nevertheless, the dimensions of OCB (altruism,
621 conscientiousness, sportsmanship, courtesy, and civic virtue), are the most important factors for achieving the
622 goals of the organization and developing its competitive advantage. In addition, The results of the current
623 study are identical to the results of the studies (kumar, & Thapliyal, 2017; astro, et, al. 2004 Turnipseed,
624 andRassuli, 2005) They discovered that OCB is one of the most influencing factors affecting organizational

effectiveness. Additionally, these studies indicated that altruism, sportsmanship, conscientiousness, courtesy and civic virtues are positively and significantly related to organizational effectiveness. In addition, the results of the current study are corresponding to the results of the study of Basu, et al., (2017). This study found that OCB had a significant effect on job performance. The results of the current study are matching to the results of the studies of (Chelagate, et al., 2015; Mallick, et al; ?? The study found that OCB is a major factor in improving employee performance. They revealed also that OCB has a significant relationship with functional performance with different dimensions of OCB. The results of the study tests also revealed that organizational citizenship behavior (OCB) is a partially mediating the relationship between SHRM practices and Business competitive priorities in Jordan Manufacturing Companies. The results of the current study are in absolute conformity with the results of the study of Babai et al., (2012) whereas, this Study found that organizational citizenship behavior (OCB) fully mediated the relationship between reward practices and quality services and partially mediated the relationships between performance appraisal practices and service quality. However, the results of the present study are in aligning with the results of the study of by Dizgah, et al., (2011). This study also found organizational citizenship behavior and procedural justices are mediating between high-performance HR practices (job design, participation, employment, mobility, job security, and performance evaluation) and corporate entrepreneurship. However, each of the six dimensions of HR practices (job design, engagement, recruitment, mobility, job security, and evaluation) is closely and positively related to corporate entrepreneurship. Besides that, match the results of the current study with the study of Sree Lakshmi, (2016). Whereas, the study revealed that OCB partially mediated the relationship between empowerment and perceived organizational performance. The current study is consistent with a study conducted by Sun et al. ??2007). Showed that the role for OCB has partially mediating effects high working HR practices on performance. In addition, the current study is similar with a study conducted by lam et al., ??2009). Showed that OCB mediates the effects of retention-oriented compensation and formalized training on employees the intention to leave. Furthermore, the current study is consistent with a study conducted by ??siao & Wang (2020). They found that OCB mediated the relationship between proactive personality and functional performance. The researcher interprets this result for the role that the organizational citizenship behavior plays as a mediating variable in supporting the relationship between SHRM practices and business competitive priorities in Jordanian manufacturing firms. However, This indicating the mediating variable influence of OCB is helpful in amplifying the positive impact of SHRM practices on business competitive priorities in Jordan Manufacturing Companies. Whereas, the various dimensions of OCB such as altruism, conscience, civic virtue, courtesy, and sportsmanship are influenced by SHRM practices that lead to improved business competitive priorities. According to Ranjhan, S., & Mallick, E. (2018) the OCB resulting from the interaction relationships has an important influence on the competitive advantage of the firm. Because OCB is an expression of the intangible behaviors of a network of relationships where it is difficult to imitate relationship networks over time. Making it more resistant to corrosion through competition. Without a doubt, OCB supports the relationship between SHRM practices and business competitive priorities.

In sum, the results of this study concluded that SHRM practices play a critical role in enhancing employee OCB and business competitive priorities alike. Therefore, to improve business competitive priorities in manufacturing firms, managers must improve SHRM practices that have an impact on OCB and which in turn influence business competitive priorities. In addition, Manufacturing Firms must continually strive to improve strategic HRM practices in an effort to ensure their continuity, gain a competitive advantage, and increase their profitability and productivity. achieve the company's competitive advantage that's reflected in its performance. 4. The researcher recommends that Jordanian manufacturing companies to pay attention to develop the practice of training and development continuously by providing the most recent advanced training programs that benefit the organization, and employing the best technological methods in the training process. 5. The researcher recommends that Jordanian manufacturing companies should adopt organizational citizenship behaviors that must be adopted to maintain OCB among the organization's employees, as it has a major role in maintaining competitive advantage strategies. 6. HR managers and practitioners should focus more on positive employee behaviors in their companies.

Since intangible organizational resources are important to carefully managed, they create a sustainable competitive advantage over time. 7. Managers of Jordanian manufacturing companies must align strategic HRM practices with business strategies for competitive priorities, relying on reducing costs, continuously improving product quality, fast delivery, and flexibility in production processes. 8. The researcher recommends the Jordanian manufacturing companies to continue using the business competitive priorities as a tool or strategies to gain competitive advantage and maintain its strategic position in the market. 9. The researcher recommends that Jordanian manufacturing companies work to reduce total production costs through the use of modern technical methods that are able to reduce costs and save effort and time for workers, as long as it does not affect the quality of the product. 10. The researcher recommends that managers of Jordanian manufacturing companies maintain their reputation in the market by increasing the speed of delivery and the necessity to adhere to delivery dates on time by training workers on training programs that develop their capabilities through the use of modern technological tools. 11. The researcher recommends that the Jordanian manufacturing companies pay attention to the quality of the product so that the products conform to the specifications and standards, are guaranteed high performance, and are distinguished by durability, reliability, and long-lasting.

37 Research Limitations and Areas for Future Research

687 Despite the keen interest that was taken in the development and implementation of the present study. However,
688 it is not without some limitations that offer promising areas for future research. In light of the findings the
689 researcher suggested a number of the following recommendations:
690

691 1. The researcher recommends the necessity of continuing to develop strategic HRM practices (HR planning,
692 recruitment and selection, compensation, training and development, and performance evaluation) in Jordanian
693 manufacturing companies to keep up with the challenges of dynamic competitive business environments. 2. The
694 necessity for Jordanian manufacturing companies to adhere to strategic planning for HR, in terms of quantity and
695 quality, through integration and alignment of HR plans with operational strategic goals. 3. Given the importance
696 to the recruitment and selection practice, the researcher suggests that Jordanian manufacturing companies should
697 pay attention to the practice of recruitment and selection by attracting the qualified talents and competent to
698 VI.

38 Recommendations of the Study

699 Firstly, This study was conducted on the manufacturing sector. Therefore, caution should be exercised in
700 generalizing these results to other sectors. That's why, we recommend that researchers conduct studies in other
701 sectors in order to increase the reliability of the results to be generalizable.
702

703 Secondly, the study sample was restricted to the Jordanian manufacturing companies listed in the Amman
704 Financial Market, which form part of the manufacturing sector as a whole. Therefore, the study sample was
705 limited and its members were characterized by cultural homogeneity. Therefore, we suggest applying this study
706 to a larger sample or conducting comparative studies between different geographical areas.

707 Third, the study was limited to examining five HRM practices and their impact on four business competitive
708 priorities through organizational citizenship behavior as mediating variable. Therefore, we recommend that
709 future research be directed to conducting a study of new dimensions of HRM practices and new dimensions
710 of competitive priorities. Future research on the business competitive priorities in the academic environment
711 through strategic HRM practices should include other constructs, like innovation and customer focus, which will
712 expand literature on business competitive priorities studies in an academic environment.

39 Global Journal of Management and Business Research

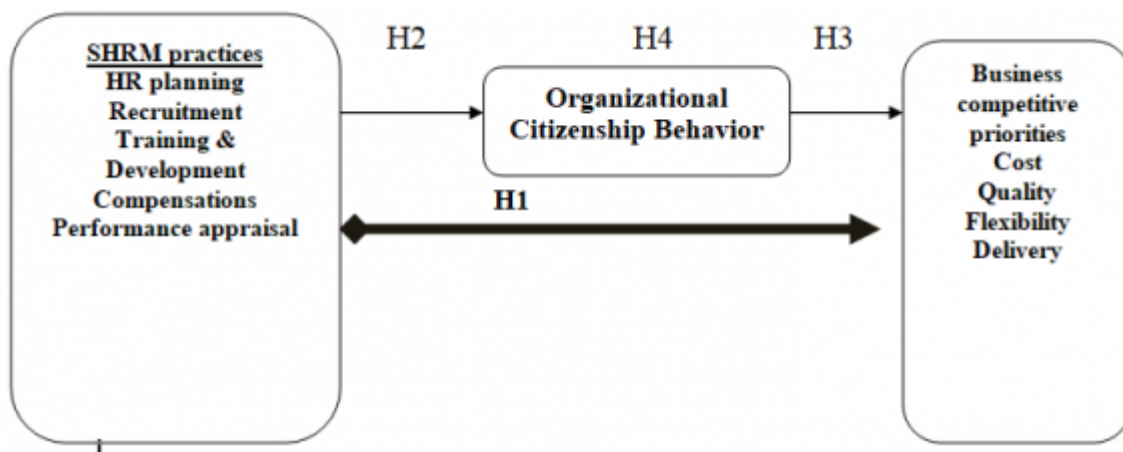


Figure 1:

714

1

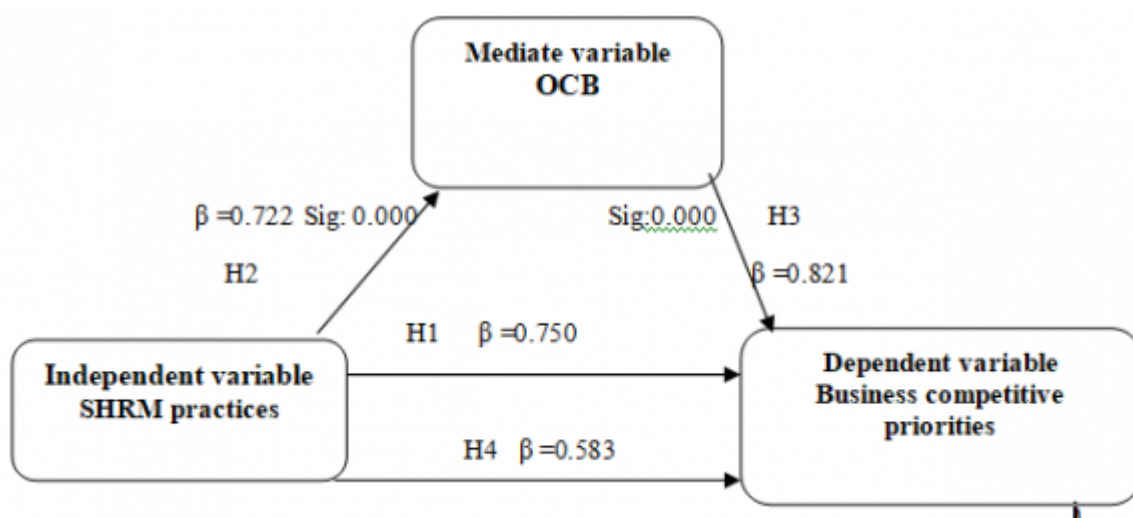


Figure 2:

opportunities, decentralization, and empowerment) on the four competitive priorities (cost, quality, delivery, and flexibility) of the manufacturing performance in Karachi.

Year 2021

Volume XXI Issue IX Version I

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Global Journal of Management and Business Research

Figure 3:

1

Independence (Idris, & Naqshbandi, 2018, Adil, 2015, Jitpaiboon, 2014,
 Dependent (Prabhu et al, 2020, Awwad et al 2013; Santos, 2000)|).
 variables
 III.

[Note: variables (Al-AFeef, 2018. Mandanat & Khasawneh, 2018; , Al-Shawabkeh, 2016, Abu doula, & Obeidat, 2007) Mediating variables (Al-Khasawneh, & Shari, 2017, Runhaar et al., 2013)]

Figure 4: Table 1 :

5	Sportsmanship
	Conscientiousness
	Organizational Citizenship Behavior
1	the cost of the produ
2	product quality
3	Production flexibility
4	Speed of delivery (speed and
	Business Competitive Priorit

e) Multicollinearity test

SHRM Practices: This study focused on five HRM practices commonly discussed in the literature including HR planning, recruitment, selection, training and development,

compensation, and performance

appraisal. The SHRM Practices questionnaire was adopted from Al-Afeef, 2018, Mandanat & Khasawneh, 2018; Abu doula, & Obeidat, 2007). Organizational citizenship behavior (OCB): represented by five dimensions that have been commonly identified in the literature were included in this study ((Altruism, Courtesy, Conscientiousness).

Civicitrue, Sportsmanship, and

OCB questionnaire was adopted from (Al-Khasawneh, & Shari, 2017, Runhaar et al., 2013).

Business competitive priorities: four dimensions were included in this study (cost, quality, delivery, and flexibility), the questionnaire was adopted from (Idris, & Naqshbandi, 2018, Adil, 2015, Jitpaiboon, 2014, Prabhu et al, 2020, Awwad et al 2013; Santos, 2000).

Figure 5:

3

Independent variable	Tolerance	VIF
HR planning	0.35	2.86
Recruitment and Selection	0.24	4.14
Compensation	0.29	3.43
Training and Development	0.21	4.77
Performance appraisal	0.27	3.68
Altruism	0.33	3.072
Courtesy	0.29	3.497
Civic virtue	0.29	3.404
Sportsmanship	0.37	2.738
Conscientiousness	0.36	2.751

Figure 6: Table 3 :

4

Independent variable	"t" value	"t" sig	R	R2	"f" value	"f" sig
HR planning	9.879	0.000	0.616	0.379	97.603	0.000
Recruitment and selection	10.963	0.000	0.655	0.429	120.194	0.000
Training and development	12.837	0.000	0.712	0.507	164.783	0.000
Compensation	10.925	0.000	0.654	0.427	119.356	0.000
Performance appraisal	12.096	0.000	0.691	0.478	146.302	0.000

[Note: * Dependent variable: Business competitive priorities.]

Figure 7: Table 4 :

5

Figure 8: Table 5 :

6

Independent variable	"t" value	"t" sig	R	R2	"f" value	"f" sig
HR planning	9.026	0.000	0.581	0.337	81.465	0.000
Recruitment and selection	9.940	0.000	0.618	0.382	98.813	0.000
Training and development	10.730	0.000	0.647	0.418	115.136	0.000
Compensation	12.105	0.000	0.691	0.478	146.535	0.000
Performance appraisal	12.105	0.000	0.691	0.478	146.535	0.000

* Dependent variable: Organizational Citizenship Behavior

Figure 9: Table 6 :

Year 2021

Volume XXI Issue IX Version I

() A

Global Journal of Management and Business Research	Independent variable	"t" value	"t" sig	0.100	0.007	0.010	0.254	Beta	R	R	"F" value
	Altruism	1.657						0.132	0.823	0.6785	
	Courtesy	2.713						0.230			
	Civic virtue	2.606						0.218			
	Sportsmanship	1.144						0.086			
	Conscientiousness	3.449	0.001					0.260			

*Dependent variable: Business competitive priorities

Table (8) shows that the total correlation (R) equals (0.823), which indicates a strong relationship

between OCB and business competitive priorities. The coefficient of determination (R square) is (0.6785).

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Figure 10:

7

Figure 11: Table 7 :

8

Figure 12: Table 8 :

9

Independent variable	Dependent variable	Beta	"F" sig	"t" value
SHRM practices-	BCP	0.750	205.293	000*
SHRM practices-	OCB	0.722	174.295	000*
OCB	BCP	0.821	329.758	000*
SHRM practices + OCB	BCP	0.58.3	209.507	000*

Figure 13: Table 9 :

Adil (2015) the study found out the HRM practices (recruitment & selection, performance appraisal, training and development, compensation and rewards, employment opportunities, decentralization, and empowerment) have a strong impact

security, description

Figure 14:

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